



COMMONWEALTH

A HERITAGE STRATEGIC PLAN FOR THE DISTRICT OF WEST VANCOUVER



SUBMITTED TO

THE DISTRICT OF WEST VANCOUVER

APRIL 2006

COMMONWEALTH HISTORIC RESOURCE MANAGEMENT LIMITED

TABLE OF CONTENTS

Acknowledgements	i
Executive Summary	ii
1. Introduction	
1.1 Background	1
1.2 The Heritage Strategic Plan	3
1.3 The Benefits of Community Heritage	4
1.4 Community Values	6
1.5 Objectives	6
2. Vision, Strategies, and Actions	
2.1 Vision	7
2.2 Strategies	7
2.3 Actions	8
3. Implementation Plan	
3.1 Action Plan	20
Appendix A. Community Values	
A.1 The ‘Let’s Get Organized’ Workshop	26
A.2 Stakeholder Interviews	29
A.3 Conclusions	32
A.4 People Interviewed	34
Appendix B:Heritage Conservation in West Vancouver	
B.1 Municipal Heritage Management	35
B.2 The Policy Context	38
B.3 Community Heritage Organizations	43
B.4 Conclusions	45
Appendix C.Heritage Conservation in British Columbia	
C.1 The Legislative and Planning Framework	46
C.2 Selected Programs in Other Municipalities	49
Appendix D. Project Team	54

Acknowledgements

District of West Vancouver
Heritage Strategic Plan Working Group

Members

(in alphabetical order)

- Lori Cameron, Heritage Advisory Committee (HAC)
- Rod Day, Councillor
- Michael Evison, HAC
- Jacqueline Gijssen, HAC
- Pam Goldsmith-Jones, Mayor
- Ian Macdonald, West Vancouver Historical Society
- Keith Ross, HAC
- Tom Wardell, HAC

Staff

- Geri Boyle, Manager of Community Planning
- Stephen Mikicich, Community Planner

EXECUTIVE SUMMARY

West Vancouver has a remarkable collection of natural, cultural, and built heritage resources. This includes buildings from the early years of settlement, as well as superb examples of West Coast modern architecture; distinctive single-family neighbourhoods and established streetscapes; the natural environment of mountains, forests, streams and shoreline; the traditional territories of the Squamish, Musqueam, and Tsleil-Waututh (Burrard) First Nations; and remnants of early resource industries, mountain recreation, and seaside settlements.

In recent years, there has been growing public awareness and appreciation of older buildings, neighbourhoods, and landscape resources. The District of West Vancouver's Official Community Plan (OCP), Arts and Culture Strategy, and local area planning initiatives place a high value on these heritage resources. However, the District does not have a heritage management program.

In 2005, the Heritage Advisory Committee (HAC) identified the preparation of a Heritage Strategic Plan as a key item in its annual Work Plan, citing the District's lack of effective policy tools and regulatory incentives as a major challenge for the preservation of privately-owned heritage resources.

Commonwealth Historic Resource Management Limited was retained in August 2005 to assist a Council-appointed Working Group in developing the Heritage Strategic Plan. This Plan provides strategies that will aid the community in developing a Heritage Management Program.

The planning process included a program of public consultation, which identified a number of predominant community values:

- The natural heritage of West Vancouver is very highly valued.
- The built heritage is valued, but does not have the same profile as the natural heritage; moreover, it is often appreciated as part of the context of the natural heritage.
- West Vancouver is regarded as a 'community of neighbourhoods,' each with its distinctive character. As such, the preservation of neighbourhood character is very important.
- West Vancouver is seen as being distinct from other Lower Mainland communities – both aesthetically and culturally.
- The community has come to value arts, culture and moveable cultural heritage (i.e., cultural artifacts).

The Heritage Strategic Plan responds to four primary objectives, which have been identified in consultation with the Working Group:

1. Develop heritage policy that respects community values, and is consistent with OCP objectives and other municipal policy.
2. Develop a heritage management program that identifies and preserves the District's significant natural, built, and cultural heritage resources, with a balance between incentives and regulations, and between community benefits, and individual enterprise.

3. Undertake and support heritage-based activities that are accessible to all residents of the District.
4. Bring heritage management into the mainstream of municipal initiative by integrating heritage into planning, administrative, and educational processes and activities.

The strategic planning process yielded the following Vision for heritage in West Vancouver:

West Vancouver's Heritage Management Program celebrates the special balance of natural, built and cultural heritage by preserving and enhancing community resources and values into the future.

Ten high-level Strategies were developed in accordance with this vision:

Heritage Resources

1. Identify the District's natural, built and cultural heritage resources.
2. Preserve and protect significant heritage resources.
3. Define and implement demonstration projects.

Policy and Planning

4. Integrate heritage management into the overall municipal planning process.
5. Introduce heritage incentives to encourage the conservation of heritage resources.

Infrastructure

6. Develop the District's capacity to manage heritage resources.
7. Develop sources of revenue for funding conservation.
8. Develop a program of ongoing monitoring and renewal of the heritage management program.

Awareness and Communications

9. Raise public awareness and appreciation of the District's natural, built and cultural heritage resources.
10. Enhance partnerships between the District and the community to further the heritage program.

The Heritage Strategic Plan provides a total of 39 specific actions that build upon these strategies. An implementation plan establishes priorities (in terms of importance and phasing), responsibilities, and order-of-magnitude cost implications for the District. Full implementation is intended to occur over the next ten to fifteen years.

It is recommended that District Council and staff use the Heritage Strategic Plan to develop appropriate municipal policies, regulations, and incentive tools for heritage conservation. The Plan should also assist staff in developing annual work programs, and in determining annual budget requirements.

The Plan confirms the role of the Heritage Advisory Committee (HAC) in the District's heritage planning and management activities, and identifies the importance of community and government partnerships in achieving the key heritage objectives.

1. INTRODUCTION

1.1 Background

The heritage of West Vancouver comprises a remarkable mix of natural, built, and cultural resources, some old and some relatively new. All respond to the District's unique topography and history.

The foreshore and mountains between the Capilano River and Howe Sound have been home to First Nations for many centuries. Europeans first settled the area in the late nineteenth century, most of them involved in the resource industries of forestry, fishing, and fish processing (canning). Little remains of the built heritage of early years. The outstanding survivor is the Navy Jack House on Argyle Avenue, built around 1873-74 by 'Navy Jack' Thomas and Row-i-a Thomas, his wife and a member of the Squamish Nation.

The community incorporated in 1912 as the District of West Vancouver, having been a part of the District of North Vancouver for the previous 20 years. The immediate rise of mountains, which provides outstanding scenic vistas, leaves only a relatively narrow band above the water for residential development. This constraint to settlement was turned into an advantage by development that utilized the landform to create a series of individual, well-landscaped neighbourhoods. Lower Caulfeild is one such neighbourhood whose early landscape and architecture are still quite legible.

Riding the crest of the Lower Mainland's intense development and newly-found prosperity in the resource industries, West Vancouver laid out its streets principally on the standard gridiron plan and invited industry to establish itself here. However, because of the recession and world war that followed, industries failed to materialize. Determined to make the best of a bad situation, the city leaders decided in 1926 to make their municipality exclusively residential. A Town Planning Act banned industry and required building lots to be at least 50 feet wide in the eastern section and 75 feet in the west. These restrictions set the tone for the subsequent development of the community. They attracted a group of overseas investors who formed British Pacific Properties Limited and began in 1931 to build a quality residential development on Hollyburn Mountain. The company subsequently built the landmark Lions Gate Bridge (a national historic site) and, in 1950, the Park Royal Shopping Centre – the second shopping centre in Canada. The future of West Vancouver as a prosperous dormitory suburb of Vancouver was assured.

The population grew quickly after the Second World War. Many superb examples of early modern architecture remain from this era, fine houses that open onto the landscape and the views, with a dynamic integration of built and natural space. Such houses became world-renowned as seminal examples of the West Coast Style.

The District has worked hard to develop and enhance its position as a residential municipality that offers a high quality of life. A key aspect of West Vancouver's quality of life is its remarkable collection of heritage resources: natural, built and cultural. Another is the relatively small scale and distinctive character of its neighbourhoods. West Vancouver has been called 'a community of neighbourhoods, each defined by its own geographic and historical circumstances.'¹

1 *Guidelines for Residential Roads in West Vancouver*, 1999, Appendix A, p. 1.

West Vancouver may be exceptional, if not unique, among Lower Mainland municipalities in the balance and inter-relationship between its natural heritage and its built heritage. For example, the entire mountainside is part of West Vancouver's history, through logging and recreation: associated resources on the higher slopes include former logging trails and the 1917 Shields log crib dam, the only remaining forestry dam in the entire Lower Mainland; and Hollyburn Lodge, which is recognized as the first ski lodge in the Pacific Northwest. The same mountainside also holds very significant natural environmental values, including several types of old-growth forest, sub-alpine wetlands, and mountaintop plateaus. Further down the slope, in the developed portions of West Vancouver, are found the winding roads of the older communities, and the early modern houses that defined the West Coast Style of architecture – a style admired internationally.² Residents also value the trees that define the landscape, and the rare surviving ecosystems. The shores of Burrard Inlet are also part of the traditional territories of the Squamish, Musqueam, and Tsleil-Waututh (Burrard) First Nations.

West Vancouver is a community of neighbourhoods, each defined by its own geographic and historical circumstances.

West Vancouver may be unique in the balance between its natural heritage and its built heritage.

Most residents of West Vancouver appreciate, at least to some extent, the value of their heritage – especially at the neighbourhood level. Nevertheless, their municipal government has not played a significant role in managing that heritage to date. The District of West Vancouver has staff responsible for various aspects of heritage, a handful of municipally-designated heritage buildings, a municipal Museum and Archives, and a Heritage Achievement Awards program, and participates in the annual North Shore Heritage Weekend. However, the District has no heritage management program, no heritage register, no tree preservation by-law, and offers no incentives to private citizens who want to undertake a conservation initiative. Several community organizations are involved in promoting heritage conservation, but there is no regulatory back-up to support their initiatives.

A special opportunity to improve heritage management exists right now. The Official Community Plan encourages heritage management; the recent Arts and Culture Strategy has gained wide support for developing cultural and heritage values; and Council, staff, and many members of the community are advocating neighbourhood planning and preservation initiatives. The Heritage Strategic Plan is intended to facilitate this process. The Plan acknowledges the issues raised above, recognizes the community's special balance between natural, built, and cultural heritage, and makes recommendations to shape a conservation program that responds appropriately.

² The literature on West Vancouver's early modern residential architecture is extensive. The style was showcased in two recent exhibitions held in West Vancouver: *The Poetics of West Coast Modernism in West Vancouver*, an exhibition and companion book produced by West Vancouver Cultural Services and shown at three local venues in October-November 2005; and again in *Living on the Edge: West Vancouver Modernist Homes 1940-1970*, an exhibition produced by the West Vancouver Museum & Archives and shown February-September 2006.

1.2 The Heritage Strategic Plan

Over the past few years, values, challenges, and opportunities for West Vancouver's unique heritage have become increasingly important and widely discussed in a number of forums. The Heritage Advisory Committee (HAC) and the Director of Planning made presentations to the Mayor and Council in Spring 2005, addressing the achievements and perceived needs for enhancing heritage planning. The objectives stated by the Director of Planning are:

- A shared vision for heritage in West Vancouver
- Strategies for heritage conservation
- Update of District policies and regulations
- Conservation incentives for property owners

To work towards these objectives, HAC identified the preparation of a Heritage Strategic Plan as a major item in its 2005 Work Plan. Council authorized preparation of this Plan, and Commonwealth Historic Resource Management Limited was retained to assist a Council-appointed Working Group in developing the Plan.

The Heritage Strategic Plan generally follows the method promoted by the BC Heritage Branch, while having been shaped to meet the particular values and requirements of the District. The Province defines a Heritage Strategic Plan as 'a concise document which outlines the heritage program that a local ... government ... will follow.'

Heritage Strategic Plans in British Columbia are intended to address five questions:

- Where are we now?
- Where do we want to go?
- How do we get there?
- What resources do we need to get there?
- How do we know whether we got there?

The Heritage Strategic Plan is a concise document, which outlines a program for heritage management by local government.

The present plan uses this organization as a guide.

Work on the Plan began in June 2005, when the District hosted a 'Let's Get Organized' community workshop, facilitated by Sue Morhun (see Appendix A, Section 1). Commonwealth began work in late summer 2005, with meetings with the Working Group and the Planner responsible for heritage. Since then, the Commonwealth project team has reviewed background material, has interviewed many District officials and community stakeholders (see Appendix A.4), and prepared and submitted two interim reports. The first report was a situation analysis, which addressed the question, 'Where are we now?' The second report recommended strategies and actions, asking 'Where do we want to go?' and 'How do we get there?' The Working Group and HAC reviewed both reports, and the draft strategies were discussed at a Council Workshop in late January 2006.

This document is the Heritage Strategic Plan, which incorporates all feedback on the interim reports.

1.3 *The Benefits of Community Heritage*

The June 2005 workshop defined heritage as ‘that which we have inherited, value, believe in and wish to keep.’ Heritage conservation is the management of change. Just as a municipality has an Official Community Plan to manage overall growth and change, so too do municipalities have heritage management programs to ensure that changes to non-renewable heritage resources are consistent with the community’s values and the local government’s policies. Responsible heritage management preserves community values, and contributes to keeping our community an attractive, liveable, and sustainable place.

Residents of West Vancouver generally hold very positive attitudes about living in the community. In a 2004 survey, some 89% of heads of households indicated that the overall quality of life is very good, and another 10% described it as somewhat good. Only 1% gave a negative response.³ It is evident that the District must do its best to maintain the quality of life that residents have come to enjoy.

Heritage conservation
is the management of
change.

Preserving the character of West Vancouver’s neighbourhoods was a key issue in the recent municipal election campaign.⁴ The preservation of neighbourhood character is both a quality-of-life issue and a heritage issue. Neighbourhood character is the collective product of many things – terrain, natural geological and landscape features, roads, sidewalks, the public landscape (e.g. boulevards and boulevard trees), the private landscapes, established lot sizes, houses, garages, driveways, fences, and other elements.⁵ We may not consciously notice all of these things, but the natural and built heritage – i.e., the landscapes and buildings – all contribute to neighbourhood character.

The preservation of neighbourhood character has an important economic side. The real estate market pays top prices for West Vancouver properties, because it recognizes the superior quality of the natural and built environment. A loss of neighbourhood quality would lead to a reduction in real estate values and, ultimately, to a loss in community wealth.

Retaining neighbourhood character depends on achieving a fine balance between individual initiative and collective control. Residents understandably want to realize the full value of their properties. This does not necessarily mean developing a property to its ‘highest and best’ use. Intensive development, if incompatible with the surroundings, will erode the character of the neighbourhood, which in turn will lower all property values. The challenge is to manage development so that change is permitted, indeed encouraged, but not to the point where it will harm the very character that gives a place value. This is the point of managing growth and protecting the community’s built and landscape heritage. The OCP addresses this generally, while neighbourhood plans do so at the local level. The heritage management plan will treat natural and built heritage components more specifically.

³ Julie Winram, *West Vancouver Community Survey 2004: Final Report* (Synovate: 2004), p. 7.

⁴ Jenny Lee, ‘The District of West Vancouver: An Overview of the City and its Top Issues,’ *Vancouver Sun*, 3 November 2005, p. A6.

⁵ See the discussion of the 1994 Landscape Character Study in Appendix B, Section 2.

There is a widely-held perception that protecting heritage property reduces property values. Studies have shown that this is not so; and, in some contexts, the opposite is true. Professor Robert Shipley of the University of Waterloo looked at almost 3,000 properties in 24 communities across Ontario between 1998 and 2000. He found that heritage designation could not be shown to have a negative impact on property values. In fact there appears to be a distinct and generally robust market in designated (protected) heritage properties. They generally perform well in the market, with 74% doing average or better than average. The rate of sale among designated properties is as good or better than the ambient market trends. Moreover, the values of heritage properties tend to be resistant to downturns in the general market.⁶

Incompatible, intensive development will erode neighbourhood character and lower property values.

This perception – or misperception – is reflected in British Columbia’s heritage legislation. A clause in the *Local Government Act* that states that a municipality may be required to compensate the owner of a designated property where heritage designation is proved to reduce the market value of the property. While BC municipalities do not accept that designation necessarily reduces property values, they generally choose not to test the litigative waters. Many municipalities offer property owners financial or non-financial incentives for heritage compensation, in lieu of the legislated financial compensation. There is a good opportunity for adopting this strategy in West Vancouver. Incentives are discussed further in Appendix C.

Maintaining a community’s strong heritage character can provide positive economic benefits. In a study of the economic impact of arts and heritage in Nelson, BC, it was shown that the city’s arts and heritage appeal leverages spending far greater than the value of goods and services provided by the supply side of the economy. Granted, Nelson is a very different kind of community from West Vancouver, in that its economy is largely geared to tourism; nevertheless this study (and many others) demonstrated that arts and heritage have real economic value.⁷

In Victoria, the municipal government makes a significant investment in heritage conservation work through grant programs and tax incentives. (This is discussed in Appendix C, Section 2.) Research has shown that the City’s investment has yielded many tangible paybacks, including leveraging private investment far in excess of the municipal outlay, and that the tax base is rising through assessment increases attributable to investments in heritage conservation.⁸

Maintaining a community’s strong heritage character can provide positive economic benefits.

⁶ Robert Shipley, ‘Heritage Designation and Property Values: Is there an Effect?’ *The International Journal of Heritage Studies*, Vol. 6, No 1, 2000. See also D. Listokin and M. Lahr, ‘Analyzing the Economic Impacts of Historic Preservation,’ *Cultural Resource Management*, Vol. 20, No. 6, 1997, pp 34-35.

⁷ Harold Kalman and Dennis McGuire, ‘Economic Impact of the Arts in Nelson, British Columbia,’ *Municipal World*, Vol. 114, No. 2, February 2004, pp. 11-14, 33.

⁸ Commonwealth, *A Heritage Strategic Plan for the City of Victoria*, 2002, pp. 12-13.

Conventional wisdom used to say that communities were faced with a choice between development and conservation. New, innovative heritage management programs in municipalities across British Columbia have shown that development and conservation can be partners and not opponents. This is the spirit in which heritage conservation is the management of change. This Heritage Strategic Plan will provide constructive approaches to manage, preserve, and enhance built and natural heritage resources, as well as neighbourhood character, in West Vancouver.

This Heritage Strategic Plan will provide approaches to manage, preserve, and enhance West Vancouver's heritage resources and neighbourhood character.

1.4 Community Values

A number of predominant community values emerged from the program of community consultation (see Appendix A):

- The natural heritage of West Vancouver is very highly valued.
- The built heritage is valued, but does not have the same profile as the natural heritage; moreover, it is often appreciated as part of the context of the natural heritage.
- West Vancouver is regarded as 'community of neighbourhoods,' each with its distinctive character. As such the preservation of neighbourhood character is very important.
- West Vancouver is seen as being distinctive from other Lower Mainland communities both aesthetically and culturally.
- The community has come to value arts, culture, and moveable cultural heritage (i.e., cultural artifacts).

The natural, cultural, and built heritage of West Vancouver define the identity of the community, give its neighbourhoods their distinct character, and contribute to the residents' quality of life. The Heritage Strategic Plan respects these cherished community values, and embeds them in its recommendations.

1.5 Objectives

As an outcome of the community consultation and other research undertaken for this study, four key objectives define what the Heritage Strategic Plan should achieve:

1. Develop heritage policy that respects community values, and is consistent with the Official Community Plan objectives, and other municipal policy.
2. Develop a heritage management program that identifies and preserves the District's significant natural, built, and cultural heritage resources, with a balance between incentives and regulations, and between community benefits and individual enterprise.
3. Undertake and support heritage-based activities that are accessible to all residents of the District.
4. Bring heritage management into the mainstream of municipal initiative by integrating heritage into planning, administrative, and educational processes and activities.

2. VISION, STRATEGIES, AND ACTIONS

2.1 *Vision*

West Vancouver's Heritage Management Program celebrates the special balance of natural, built, and cultural heritage by preserving and enhancing community resources and values into the future.

2.2 *Strategies*

The Heritage Strategic Plan recommends the following ten high-level strategies. They have been developed from the Vision and from the program of research (described in Chapter 1 and the Appendixes).

Heritage Resources

1. Identify the District's natural, cultural, and built heritage resources.
2. Preserve and protect significant heritage resources.
3. Define and implement demonstration projects.

Policy and Planning

4. Integrate heritage management into the overall municipal planning process.
5. Introduce heritage incentives to encourage the conservation of heritage resources.

Infrastructure

6. Develop the District's capacity to manage heritage resources.
7. Develop sources of revenue for funding conservation.
8. Develop a program of ongoing monitoring and renewal of the heritage management program.

Awareness and Communications

9. Raise public awareness and appreciation of the District's natural, cultural, and built heritage resources.
10. Enhance partnerships between the District and the community to further the heritage program.

2.3 Actions

For each Strategy, this plan proposes specific Actions, which are the principal initiatives required to realize the Strategies. Each Action is followed by an indication of its importance as a component of the District's heritage planning and management activities: High (H), Medium (M), or Low (L). The Implementation Plan (Chapter 3) will also identify the entity (or entities) that should be responsible for each Action, the magnitude of the resources that are required, and the timeline for its execution.

Strategy 1:

Identify the District's built and natural heritage resources, including procedures for updating.

*Actions:***1.1 Create a Community Heritage Register (H)**

- o The Register should list built heritage resources that have value, including buildings, structures, cultural landscape resources, archaeological resources, streetscapes, and potential heritage conservation areas.
- o Establish criteria for including resources on the Heritage Register.
- o Use the *West Vancouver Heritage Inventory*, *Heritage Landscape Inventory*, and *West Vancouver Survey of Significant Architecture, 1945-1975* as the nucleus of the draft list.
- o Supplement the draft list with additional investigation and public nominations; and delete buildings and landscape features that have been demolished or removed.
- o Undertake a program of documentary research to build a solid information base for resources on the list and to identify additional resources to add to the list.
- o Evaluate the draft list, using the criteria and sound evaluation methodology, to establish the list to be presented to Council for approval. The Heritage Advisory Committee, staff, and the community at large should participate in the evaluation.
- o Make the Community Heritage Register compatible with the Canadian Register of Historic Places, a component of the federal Historic Places Initiative.
- o Make the Community Heritage Register compatible with the District's GIS system.

The Community Heritage Register is an official list of heritage resources. Listing on the Register makes a resource eligible for incentives and other benefits, but does not protect it.

1.2 Create an inventory of significant natural resources of heritage value, and identify mechanisms for conservation. (M)

- o Establish criteria for including resources on the inventory.
- o The work of compiling the inventory may be done by the District (perhaps by the Department of Parks and Community Services) in partnership with one or more community organizations (such as the Friends of Cypress Park Provincial Park Society, Lighthouse Park Preservation Society, and West Vancouver Streamkeepers); or alternatively the initiative may be taken by one or more community organizations, with support from the District.
- o Include marine protected areas.
 - This list would have no regulatory status under current provincial legislation; nevertheless it would be used by the District and by community organizations as a tool to identify threats to valuable resources.

*Strategy 2:**Preserve and protect significant heritage resources through the use of protection tools enabled by the Local Government Act.*

The most relevant tools for West Vancouver are:

- o **Heritage Designation** (already in use)
 - Designation gives long-term protection to private or public heritage property.
- o **Heritage Conservation Area Designation** (already in use)
 - A heritage conservation area is a district with special heritage values and/or character, identified as such in the Official Community Plan. Designation of the area provides protection for its scheduled resources.
- o **Heritage Revitalization Agreements**
 - A heritage revitalization agreement (HRA) is a formal voluntary written agreement between the local government and a property owner. It describes the responsibilities, obligations, and benefits negotiated by both parties to the agreement. The HRA is registered against the title of the property.
- o **Heritage Alteration Permits**
 - A heritage alteration permit is authorization by the local government to allow changes to be made to protected heritage property.
- o **Heritage Site Management Standards**
 - These establish minimum requirements for the care and maintenance of real property that is designated or located within a heritage conservation area. If a protected property is neglected (which can be determined with a heritage inspection), the District can apply to court for a maintenance order.
- o **Temporary Heritage Protection**
 - This enables local government to protect a property for a limited period of time by withholding approvals and demolition permits, and by declaring temporary protection orders, bylaws, or control periods. Its purpose is to allow time to seek a resolution between local government and the property owner.
- o **Heritage Impact Assessment**
 - The District may request heritage impact assessment in situations where it is considering a proposal that it believes may have a negative impact on a designated property or a property included in a heritage conservation area.
- o **Heritage Inspection**
 - The District may carry out a physical examination of a property on the Community Heritage Register, in a heritage conservation area, or which is designated, if the property appears to be deteriorating through neglect.

Strategy 2 (continued):

Preserve and protect significant heritage resources through the use of protection tools enabled by the Local Government Act.

Actions:

- 2.1 **Protect publicly-owned properties on the Community Heritage Register that have built and/or natural resources with high heritage value, through Heritage Designation. (H)**
 - o Consider protecting public properties by *reservation* or *dedication* pursuant to the *Local Government Act*, as this provides a stronger form of protection than designation.
 - o This action encourages the District to lead by example.
- 2.2 **Require that resources which benefit from heritage incentives be protected by Heritage Designation and/or Heritage Revitalization Agreement. (M)**
- 2.3 **Seek opportunities to designate private properties listed on the Community Heritage Register that contain built and/or natural resources with high heritage value. (M)**
 - o Take the initiative to contact the owners; negotiate as may be needed to provide sufficient incentives or benefits to secure the owners' consent, commensurate with the District's policies and resources, in order to secure their agreement to designation.
- 2.4 **Use Heritage Conservation Areas as a means of preserving neighbourhood character, including natural and built heritage resources. (M)**
- 2.5 **Adopt a District-wide bylaw to protect heritage trees. (H)**
 - o Modify the *Municipal Tree Policy* as needed (e.g. the provision for view protection) so that it and the new tree protection bylaw are not in conflict.
 - The *Local Government Act* enables the protection and maintenance of trees that have significance for their heritage, landmark, or wildlife habitat value.

*Strategy 3:**Define and implement demonstration projects.**Actions:*

It is recommended that selected projects be undertaken, as these will enable the policies and procedures to be tested, and will also demonstrate successes through the new Heritage Management Program:

- 3.1 Implement heritage incentives on a demonstration basis to a property owner who wants to conserve a private house. (H)**
 - o This could include zoning relaxations, technical assistance, accelerated consideration, and other incentives cited above.
- 3.2 Produce a heritage stewardship plan for all District-owned heritage resources: Lighthouse Park, Old Growth Park, Navy Jack House, Gertrude Lawson House, and the Ferry Building. (M)**
 - o The plans should be developed in co-operation with the appropriate community organizations.
- 3.3 Develop a heritage management plan for Hollyburn Lodge, in cooperation with Cypress Recreation Ltd. (H)**
 - o This should be done in cooperation with the Hollyburn Heritage Society and Cypress Bowl Recreations Ltd.
 - o This could extend to the cultural landscape in the immediate vicinity of the historic ski lodge.
 - o This should be initiated soon, to take advantage of Legacy 2010 funding opportunities.

*Strategy 4:**Integrate heritage management into the overall municipal operations and departmental processes**Actions:*

- 4.1 Strengthen the heritage policy statements in the Official Community Plan. (H)
 - o Some of the statements that ‘encourage’ and ‘support’ should become municipal initiatives that ‘provide for’ and ‘do’.
- 4.2 Recognize significant natural, built and cultural heritage resources within Neighbourhood Plans and Local Area Plans, and make recommendations for their management in these Plans. (H)
 - o Include the identification of built and natural heritage resources as part of the required research for a Neighbourhood Plan.
 - o Neighbourhood Plans should also address management issues related to these heritage resources.
- 4.3 Ensure that the respective processes of the various municipal departments whose responsibilities overlap with heritage management matters are compatible and fully integrated with each other. (H)
- 4.4 Develop a process whereby a development application for a property listed on the Community Heritage Register is referred to the Planning Department and HAC for consideration. (H)
 - o Permit staff should use the District GIS to flag registered sites.
- 4.5 Develop a process whereby a development application for a resource listed on the Natural Resource Inventory is considered by staff. (M)
 - o The District GIS should be used here as well.

Strategy 5:

Introduce a system of heritage incentives to encourage the conservation of resources on the Community Heritage Register.

Actions:

5.1 Introduce non-monetary incentives to encourage conservation of properties listed on the Community Heritage Register. (H)

These may include:

- o Zoning relaxations, such as reducing front-, rear-, and side-yard setbacks, permitting land uses not scheduled in the zoning bylaw, permitting additional height and density
- o Subdivision relaxations, such as permitting a second principal dwelling on a large lot
- o Parking relaxations
- o Sign relaxations
 - Consider projects on a case-by-case basis to ensure that they are not in serious conflict with broad policy directions.
 - Ensure the long-term protection of properties that benefit from incentives by means of designation and/or heritage revitalization agreements.

Encouraging heritage conservation by means of non-monetary incentives is based on the principle of *quid pro quo* – trading incentives for protection.

5.2 Consider financial incentives to encourage conservation of properties listed on the Community Heritage Register. (M)

These may include:

- o Grants to property owners to encourage conservation.
- o Property tax reductions or exemptions for a limited period, in return for conservation work.
 - Ensure the long-term protection of properties that benefit from incentives by means of designation and/or heritage revitalization agreements.

5.3 Provide accelerated consideration for conservation-related development proposals. (H)

- o This is also called ‘fast-tracking’ or the ‘green door policy’.

5.4 Provide technical assistance to owners of properties on the Community Heritage Register. (L)

- o This might include design input, information on trades and suppliers, and detailed information on the availability and application of heritage incentives.

*Strategy 6:**Develop the District's capacity to manage heritage resources.**Actions:*

- 6.1 Establish the Heritage Advisory Committee (HAC) as a Community Heritage Commission according to the provisions of the Local Government Act. (H)
 - o There is no need to change the name of the Committee.
- 6.2 Revise the Terms of Reference of HAC, as required, to enable it to respond to the strategies and actions recommended in this Heritage Strategic Plan. (H)
- 6.3 Include an architect and a representative of a community natural heritage organization on HAC. (H)
- 6.4 Facilitate heritage workshops for staff and Council on a regular basis. (M)
 - o This should include the Division of Planning, Lands and Permits, the Parks Division, any other departments or divisions whose work overlaps heritage (see previous action), and District Council, in order to increase their understanding of heritage management theory and practice.
- 6.5 Ensure that heritage planning and management is a fully acknowledged function of the Planning Department, and that adequate staff, training, and other resources are allocated to this function. (H)

Strategy 7:

Develop sources of revenue to assist with funding the conservation of heritage resources.

Actions:

- 7.1 Consider the creation of a West Vancouver Heritage Foundation, which would raise money to support private heritage conservation efforts. (M)**
- o The Foundation will raise funds in part from public and corporate donations.
 - o Allocate ongoing core funding support from the District to supplement the Foundation's fundraising efforts.
 - o Initiate discussions with the West Vancouver Foundation to explore whether an affiliation would be appropriate.
- 7.2 Take advantage of the funding programs offered by the senior levels of government. (M)**
- o The Historic Places Initiative, a federal program supported by the Province, provides funding to municipalities to develop their community heritage registers in a manner that is compliant with the Canadian Register of Historic Places.
 - o The BC Heritage Branch provides assistance for municipal heritage planning, including follow-up plans to this heritage strategic plan.
- 7.3 Encourage property owners to apply for financial incentives offered through the federal government's Historic Places Initiative. (M)**
- o At present this is limited to the Commercial Heritage Properties Incentive Fund, which will soon end; however, a system of income tax credits in return for heritage conservation work has long been in the planning stage.
- 7.4 Encourage not-for-profit groups to take advantage of the emerging funding programs of the BC Heritage Legacy Fund. (H)**
- o This fund is jointly administered by the Heritage Society of BC and the Land Conservancy of BC, non-governmental organizations that address built heritage and natural heritage respectively. It succeeds the funding programs of the former BC Heritage Trust.
 - o Programs designed to benefit private property owners will be developed as the fund increases.

The Vancouver Heritage Foundation, the Victoria Heritage Foundation, and the Victoria Civic Heritage Trust provide good models of proactive arm's-length municipal heritage foundations. See Appendix C.

Strategy 8:

Develop a program of ongoing monitoring and renewal of the heritage management program.

Actions:

- 8.1 Monitor the implementation of the strategies and actions outlined in the Heritage Strategic Plan. (H)
- 8.2 Invite community input on the strengths and weaknesses of the District's heritage management activities. (M)

Strategy 9:

Raise public awareness and appreciation of the District's heritage resources.

Actions:

- 9.1 **Develop guided and self-guided tours of West Vancouver's heritage resources. (M)**
 - o Support the production of additional titles by the West Vancouver Historical Society, the Friends of Cypress Provincial Park Society, and other organizations.
- 9.2 **Encourage and support festivals and special events that commemorate the diverse heritage of West Vancouver. (M)**
 - o Continue the District's participation in Heritage Week and the North Shore Heritage Weekend.
- 9.3 **Continue the West Vancouver Heritage Achievement Awards. (M)**
 - o Review the criteria periodically in order to maintain high standards.
- 9.4 **Use the District's web site to make heritage information available to the public, including:**
 - o Community Heritage Register
 - o Inventory of Natural Resources
 - o Periodic reports on heritage activities
 - o Links to web sites of community heritage organizations (M)
 - o The public can also use the web site to nominate potential additions to the Community Heritage Register.
- 9.5 **Commemorate and communicate the value of the District's heritage resources with interpretive plaques and signs. (M)**
 - o The plaques and signs should comprise a part of a larger heritage interpretation program.
 - o Some may form a part of the municipal infrastructure.
- 9.6 **Support initiatives to enhance awareness of local history by West Vancouver students. (L)**

Strategy 10:

Enhance partnerships between the District and the community to further the heritage program.

Actions:

- 10.1 Seek the participation of local First Nations in the heritage management program. (M)
- 10.2 Make funds available to community heritage organizations to enhance their programming. (M)
 - o The funds may be distributed, perhaps on a competitive basis, by application to District Council.
 - o This strengthens the partnership between the District and the community, empowers community groups, and is also more cost-effective to the District than managing all programs itself.
- 10.3 Facilitate communication and cooperation among community heritage organizations. (M)
 - o This might be a responsibility of the Heritage Advisory Committee and/or the District's Heritage Services Coordinator.

3. IMPLEMENTATION PLAN

3.1 Action Plan

The table that follows provides a guide for implementing the Actions recommended in Section 2.3. The Actions have been prioritized in two ways:

- The importance of the Action as a component of the District's heritage planning and management activities is indicated as being high, medium, or low (H, M, L).
- A recommendation is made as to whether the Action should be introduced in Phase 1, Phase 2, or Phase 3 of implementation (1, 2, 3). An Action that has already begun and is ongoing (O) is indicated as such.

While no precise timeline is proposed, it is recommend that each implementation phase take about 3 to 5 years, and that a 10- to 15-year horizon be established for all three phases. A target should be set to begin all high priority actions within three years.

The next column identifies the entity responsible for implementing the Action. Most will be the responsibility of the District of West Vancouver, but some will provide opportunities for community organizations.

The final column suggests the scale of resources required. \$ indicates low or no cost, \$\$ indicates moderate cost, and \$\$\$ indicates high cost. (\$) indicates a source of external revenue.

The Heritage Strategic Plan is ambitious and contains a good many recommended actions. Some of the actions are complex, others quite simple. The consultants believe that this is do-able within this time frame, given the will to carry it out.

District staff responsible for Heritage should coordinate the implementation.

PRIORITY: IMPORTANCE		PRIORITY: PHASE		REQUIRED RESOURCES	
Symbol	Meaning	Symbol	Phase	Symbol	Meaning
H	High	1	Phase 1	\$	Low or no cost
L	Low	2	Phase 2	\$\$	Moderate cost
M	Medium	3	Phase 3	\$\$\$	High cost
		O	Ongoing	(\$)	External revenue source

STRATEGY		ACTION		IMPORTANCE	PHASE	RESPONSIBILITY	RESOURCES
1.0	Identify the District's built and natural heritage resources	1.1	Create a Community Heritage Register, including procedures for updating	H	1	Planning	\$\$\$
		1.2	Create an Inventory of significant natural resources of heritage value, and identify mechanisms for conservation	M	2	Parks, Community Services and Local Groups	\$\$\$
2.0	Preserve and protect significant heritage resources through use of protection tools enabled by the Local Government Act	2.1	Protect publicly-owned properties on the Community Heritage Register that have built and/or natural resources with high heritage value, through Heritage Designation	H	1	Council	\$
		2.2	Require that resources which benefit from heritage incentives be protected by Heritage Designation and/or Heritage Revitalization Agreement	M	2	Planning	\$
		2.3	Seek opportunities to designate private properties listed on the Community Heritage Register that contain built and/or natural resources with high heritage value	M	3	Planning	\$
		2.4	Use Heritage Conservation Areas as a means of preserving neighbourhood character, including natural and built heritage resources	M	2	Council	\$\$
		2.5	Adopt a District-wide bylaw to protect heritage trees	H	3	Council	\$\$

STRATEGY		ACTION		IMPORTANCE	PHASE	RESPONSIBILITY	RESOURCES
3.0	Define and implement demonstration projects	3.1	Implement heritage incentives on a demonstration basis to a property owner who wants to conserve a private house	H	1	Planning	\$
		3.2	Produce a heritage stewardship plan for all District-owned heritage resources: Lighthouse Park, Old Growth Park, Navy Jack House, Gertrude Lawson House, and Ferry Building	M	1-3	Parks, Community Services	\$\$\$
		3.3	Develop a heritage management plan for Hollyburn Lodge, in cooperation with Cypress Recreation Ltd.	H	1	Parks	\$\$
4.0	Integrate heritage management into the overall municipal operations and departmental processes	4.1	Strengthen the heritage policy statements in the Official Community Plan	H	1	Planning	\$
		4.2	Recognize significant natural, built and cultural heritage resources within Neighbourhood Plans and Local Area Plans, and make recommendations for their management in these Plans	H	1	Planning	\$\$
		4.3	Ensure that the respective processes of the various municipal departments whose responsibilities overlap with heritage management matters are compatible and fully integrated with each other	H	1	Executive Committee	\$
		4.4	Develop a process whereby a development application for a property listed on the Community Heritage Register is referred to the Planning Department and HAC for consideration	H	1	Planning	\$
		4.5	Develop a process whereby a development application for a resource listed on the Natural Resource Inventory is considered by staff	M	2	Planning and Parks	\$
		5.1	Introduce non-monetary incentives to encourage conservation of properties listed on the Community Heritage Register	H	2	Planning	\$\$
		5.2	Examine financial incentives to encourage conservation of properties listed on the Community Heritage Register	M	3	Planning	\$\$\$

STRATEGY		ACTION		IMPORTANCE	PHASE	RESPONSIBILITY	RESOURCES
		5.3	Provide accelerated consideration for conservation-related development proposals	H	2	Planning	\$
		5.4	Provide technical assistance to owners of properties on the Community Heritage Register	L	O	Planning	\$\$
6.0	Develop the District's capacity to manager heritage resources	6.1	Establish the Heritage Advisory Committee (HAC) as a Community Heritage Commission according to the provisions of the Local Government Act	H	1	Council	\$
		6.2	Revise the Terms of Reference of HAC, as required, to enable it to respond to the strategies and actions recommended in this Heritage Strategic Plan	H	1	Council	\$
		6.3	Include an architect and a representative from a community natural heritage organization on HAC	H	1	Council	\$
		6.4	Facilitate heritage workshops for staff and Council on a regular basis	M	2	Planning	\$\$
		6.5	Ensure that heritage planning and management is a fully acknowledged function of the Planning Department, and that adequate staffing, skills training and other resources are allocated to this function	H	1	Planning	\$\$ to \$\$\$
7.0	Develop sources of revenue to assist with funding the conservation of heritage resources	7.1	Consider the creation of a West Vancouver Heritage Foundation, which would raise money to support private heritage conservation efforts	M	3	Council	\$\$\$
		7.2	Take advantage of the funding programs offered by the senior levels of government	M	O	Planning	(\$)
		7.3	Encourage property owners to apply for financial incentives offered through the federal government's Historic Places Initiative	M	O	Planning	(\$)
		7.4	Encourage not-for-profit groups to take advantage of the emerging funding programs of the BC Heritage Legacy Fund	H	1	Planning	(\$)

STRATEGY		ACTION		IMPORTANCE	PHASE	RESPONSIBILITY	RESOURCES
8.0	Develop a program of ongoing monitoring and renewal of the heritage management program	8.1	Monitor the implementation of the strategies and actions outlined in the Heritage Strategic Plan	H	3	Council	\$
		8.2	Invite community input on the strengths and weaknesses of the District's heritage management activities	M	O	Communications	\$
9.0	Raise public awareness and appreciation of the District's heritage resources	9.1	Develop guided and self-guided tours of West Vancouver's heritage resources	M	O	Parks, Community Services and Heritage Groups	\$ to \$\$
		9.2	Encourage and support festivals and special events that commemorate the diverse heritage of West Vancouver	M	O	Parks, Community Services	\$\$ to \$\$\$
		9.3	Continue the West Vancouver Heritage Achievement Awards	M	O	Council	\$
		9.4	Use the District's web site to make heritage information available to the public, including: <ul style="list-style-type: none"> • Community Heritage Register • Inventory of Natural Resources • Periodic Reports on Heritage Activities • Links to web sites of community heritage organizations 	H	O	Planning & Communications	\$
		9.5	Commemorate and communicate the value of the District's heritage resources with interpretive plaques and signs	M	2	Parks, Community Services	\$\$\$
		9.6	Support initiatives to enhance awareness of local history by West Vancouver students	L	2	Administration (Archives)	\$
10.0	Enhance partnerships between the District and the community to further the heritage program	10.1	Seek the participation of local First Nations in the heritage management program	M	2	Council	\$
		10.2	Make funds available to community heritage organizations to enhance their programming	M	2	Council	\$\$
		10.3	Facilitate communication and cooperation among community heritage organizations	M	1	HAC	\$

APPENDIXES

The Appendixes contain material that was first presented in the first interim report (the Situation Analysis). Revisions have been made in accordance with client comments and new information.

APPENDIX A. COMMUNITY VALUES

In developing a Heritage Strategic Plan, it is important to identify community values that are related to natural heritage, built heritage, and moveable cultural heritage. (The last is not addressed in this plan, but is referenced in the District of West Vancouver's Arts and Culture Strategy.)

- What do residents value?
- How are those values changing?
- How might these values differ from those in other communities?

A.1 The 'Let's Get Organized' Workshop

On 11 June 2005 the Heritage Advisory Committee hosted a highly successful workshop, called 'Let's Get Organized', facilitated by professional heritage consultant Sue Morhun. The workshop was attended by 85 people, representing community heritage societies, homeowners, seniors, educators, advisory committees, ratepayers' associations, businesses, District Council, and District staff. When the workshop was over, the participants agreed that it had been a highly exciting, satisfying, and productive day; one that brought together all segments of the heritage community and allowed them to establish a set of goals for West Vancouver's heritage.

Heritage and Heritage Resources

The workshop began with a definition of heritage as **'that which we have inherited, value, believe in and wish to keep.'** With this in mind, participants were asked, in an open session, to name West Vancouver's heritage resources. Following this they worked together to identify the strengths and challenges of the current heritage program. The attendees then broke into small group sessions, each with a specific assignment. A plenary session provided a wrap-up.

The list of heritage resources is extensive. What was very evident was the emphasis placed on natural heritage values. The first thing named was 'mountains and ocean,' then trees, bird-nesting areas, and wildlife corridors. The sixth item was the first to address cultural heritage (narrow, winding roads), the tenth was the first to cite a built structure (Lions' Gate Bridge), and not until the sixteenth and seventeenth were buildings mentioned (Library and Gertrude Lawson House). We have organized the list of resources into categories and display it as Table 1.

Facilitator Sue Morhun later reflected that the two most important dynamics were 'the dominance of natural heritage and the geographic makeup of the many smaller communities that comprise the larger whole. Under these circumstances,' she continued, 'it would not be unusual to find that the built / human heritage either had to take a back seat or was lost as a result of conflicting priorities.'¹ As will be discussed in Section A.2, these same priorities emerged in the stakeholder interviews.

¹ Letter from Sue Morhun to Stephen Mikicich, 26 June 2005.

Table 1. West Vancouver's Heritage Resources identified at the Community Workshop.

NATURAL	RECREATION	COMMUNITY GROUPS	COMMUNITY SYSTEMS	TRANSPORTATION	ARCHITECTURE	DOMESTIC/HOUSES
<ul style="list-style-type: none"> Mountains & ocean' Trees: old growth forest, shade, specific tree species (e.g., Arbutus) Eagle and other bird nesting areas Natural habitat and wildlife corridors Arbutus grove at head of BP trail at Horseshoe Bay Narrow winding roads with vegetation encroaching into roadways How houses fit into the natural environment Lack of light pollution Eagle Ridge Bluffs Beaches Hidden coves and secret places Hollyburn Mountain Trails Sea wall Capilano River Hay Park Memorial Park Piccadilly Park Wildlife Rock outcroppings and coastal bluffs Whytecliff Park protected marine area Creeks and ravines Fish hatchery Soundscapes Wildlife corridors Numerous small wetlands and islands Sentinel Hill (Baby Hill) 	<ul style="list-style-type: none"> Heritage of sports & recreation World championship ski jumping (Hollyburn) Harmony Arts Festival Community Days Coho Festival Shields Dam Capilano and Gleanagles golf courses Sailing club Marinas Hollyburn Pavilion site 	<p>First Nations</p> <ul style="list-style-type: none"> Indian cemetery on Keith Road Variety of First Nations archaeological sites/spiritual areas Totem poles and marble sculptures <p>Miscellaneous</p> <ul style="list-style-type: none"> West Vancouver Youth Band Community organizations Long-time residents Work ethic, immigrant background Graduate photos at West Van Secondary (dating back to 1925) Artists History/stories Kay Meek foundation Cultural diversity Role of the Guinness family in developing West Vancouver (Lions' Gate, British Properties) <p>Military/Commemorative</p> <ul style="list-style-type: none"> Gun encampment under Lions' Gate Bridge WWII huts in Lighthouse Park and Ambleside Cenotaph Monument in South Piccadilly - anchor 	<ul style="list-style-type: none"> Heritage neighbourhoods e.g., Hollyburn The Villages e.g., Ambleside, Dundarave Municipally-owned bus system Japanese settlement at Keith Road Street names Design of Caulfeild and adjacent area Summer cottage tradition (Horseshoe Bay, etc.) Neighbourhood characteristics and how these have shaped today's community/ethos British Properties How community is changing/has changed above and below the highway 	<ul style="list-style-type: none"> Narrow winding roads with vegetation encroaching into roadways Working port at Horseshoe Bay Lions' Gate Bridge Road network Historical forestry activity: Capilano timber railway, skid roads, logging roads, flumes Upper Levels highway Early ferry connections to Vancouver Several incarnations of Keith Road 	<p>Public buildings, structures and facilities</p> <ul style="list-style-type: none"> Library Lawson House (Museum) Museum/archives collections Pt. Atkinson Lighthouse and Park Conservative Hall (Dundarave) Hollyburn School Pauline Johnson School St. Francis in the Woods Ferry Building "Pink Palace" M.O.T. building at north end of Lions' Gate Bridge Cairn at foot of 13th Street Navy Jack House Hollyburn ski cabins <p>Commercial buildings</p> <ul style="list-style-type: none"> Beach House Restaurant Dundarave Motors Gas station @ 25th & Marine Park Royal Shopping Centre GN Cannery Sherman Cannery Troll's Restaurant Quarry across from cannery Naysmith Mill site 	<ul style="list-style-type: none"> How houses fit into the natural environment Lawson House (Museum) Key House (1930's) Klee Wyck Fabulous modernist architecture House at 1300-block Lawson Summer cottage tradition (Horseshoe Bay, etc.) Vernacular architecture (e.g., farms, summer cottages) Spencer House (2089 Westdean Crescent) Hadwin House (11th & Mathers) Nesbitt Farm (13th & Clyde) Vinson House Snellgrove House Libby House

Five-Year Vision

Workshop participants were asked to create a five-year vision for heritage management in West Vancouver. Their ideas are summarized below:

- West Vancouver will be a community, which values, supports and implements, through municipal programs, neighbourhood plans and significant projects, the preservation of our natural and cultural heritage.
- Celebrating and enhancing neighbourhood character and heritage preservation through policy, planning, communication and leadership.
- Relying on a broad definition of heritage, West Vancouver's heritage program would encourage heritage conservation in the face of change, balance diverse community values, promote education and awareness, and protect heritage by means of a range of incentives and policy.
- To achieve broad understanding and awareness of what constitutes West Vancouver's heritage; to recognize heritage values in the built, natural and cultural environments; to record our past, present and future heritage; and to tell our story to future generations.
- Learning from the past, understanding the present, stewardship for the future.
- Clarify and promote our heritage values, broadening acceptance through education, incentives and guidelines, thereby managing heritage assets sensibly and with sensitivity.
- Education + policy + action + incentives + communication + leadership + definition: natural and cultural heritage + neighbourhoods + balanced approach + collaboration and cooperation between the public and Council.

These concepts form the basis for the Vision Statement for West Vancouver's heritage. (See section 2.1 above).

A.2 Stakeholder Interviews

The consultants interviewed approximately 30 people including District staff and members of West Vancouver's heritage and neighbourhood organizations. The people who were interviewed are listed in Section A.4. **The opinions summarized here do not necessarily represent the opinions of the Commonwealth project team.**

Community Values

People were asked to identify community values. Most interviewees had difficulty addressing the questions. Selected responses are listed here:

- West Vancouver is a unique place, with special natural and built features that need recognition and protection
- Preservation of recognizable buildings, parks, areas
- Knowledge of the past
- The natural features of West Vancouver (rare plants and ecosystems, trees, parks, etc.)
- Need to maintain and enhance communication among the various heritage stakeholder groups
- Community values are not rooted in heritage; they are rooted in showing wealth
- People come here because they want to live here; get support for heritage program by threatening the community with losing the things that make this place special if they don't
- West Vancouver values trees and views, yet these are often incompatible
- Some like the view of the water, some like the view of the trees
- Value greenness, trees, natural setting
- Heritage is people, their lives, and how they contributed to West Vancouver
- A sense of place: seen in ambiance, landscape, architecture

Mainstreaming Heritage

- There is a tremendous opportunity at present: the Arts and Culture Strategy has been well received, the Heritage Strategic Plan has aroused interest, heritage has the attention of Mayor and Council, the District has good municipal staff
- Heritage program must be seen as benefiting the West Vancouver community
- Conflict between arts & culture (and heritage) and recreation & sports
 - o Latter valued because of the value of achievement and competitiveness in West Vancouver; team sports are seen as preparation for business
- The municipality should have a half-time heritage planner

Financial Considerations

- Municipality should start a heritage fund / foundation to assist with heritage work
 - o Could be a component of the West Vancouver Foundation
 - o Seed money could come from the sale of the Gertrude Lawson House
- Would be good to have statistics about the increase in value of heritage homes
- Have a funding scheme similar to what occurs in Victoria: matching funds and tax relief
- Data shows that people will pay more for property around a green area
- Anecdotal evidence says that people would accept increased taxes in return for less development

Heritage Management Program

- This Heritage Strategic Plan can promote an aggressive heritage management policy
- West Vancouver needs incentives, but different from those in Vancouver – for example, bonus density doesn't work here
- 'You will always have change, but you want to direct change along the right lines.'
- Recognize / protect aspects of resources that represent all historical sectors of the economy
 - o E.g. forestry industry, canneries, cottages, recreation
- Need for incentives and procedures to encourage conservation; at present no incentives, planning relaxations, or code relaxations are available
- Need for education process, among the public, staff, and Council

Conservation of Built Heritage

- Problem is high land values; people want to maximize the value (right now especially Dundarave)
- Need to increase the cachet of historic houses
- City should give funds to encourage external conservation to historic property
- Many post-1945 buildings have heritage value; the issue is how to provide access (even visual access) to recent houses
- Advocating preservation of old buildings raises issue of encouraging substandard housing
- The municipality should designate the heritage property it owns (e.g. Klee Wyck, Silk Purse, Pauline Johnson School)
- The municipality should encourage saving old houses that risk being torn down because they are not viable; perhaps include moving to a 'heritage village'
- A program of incentives might work
- There appears to be little appetite in the community for preserving private houses

Conservation of Natural Heritage

- Need to identify and protect significant natural features, including rare plants and ecosystems, wild plant areas (Whytecliff Park, Panorama Ridge), geological features (e.g. Caulfeild Cove), wetlands, old growth trees in Cypress Bowl
- Need for a formal inventory
 - o Vancouver Natural History Society does have lists; areas are 'semi-documented'
 - o W Van has an Inventory of Heritage Trees
- Concern about creeks being used as recreational corridors; their first function is as fish habitat
- Need a good map of the whole West Vancouver mountainside, with all trails and natural features shown
- Municipality should encourage gardens
- Municipality should encourage keeping trees on Hollyburn Mountain, which are being decimated by new housing
- Trees are important; important to preserve this as a park-like community
 - o Views should be framed by trees
- West Vancouver has not maintained the continuity of its greenway corridors
 - o Lighthouse Park, for example, is isolated biologically
 - o Promoting 'Project Reconnect'
- Should extend the marine protected areas at Whytecliff Park
- Should be a tree policy; would, among other things, prevent taking down older trees on private property
- Bicycling in Cypress Park is a threat to the natural environment
- Should be a municipal management strategy for invasive plant species
- Developers should be asked to plant only native species
- Need to maintain historic trails
 - o E.g. Baden-Powell Trail, Brother Creek Forestry Heritage Walk
 - o Cutbacks by BC Parks are a real problem

Character of Individual Neighbourhoods

- Defined in Landscape Character Study (1994)
- Fear that individual character of neighbourhoods will be lost
- Trees at front of property and street trees are being removed (e.g. Mathers has lost its trees)

Education and Awareness

- Must communicate the value of heritage management to business (can be done by Council and the Chamber of Commerce)
- Staff who grant demolition permits should have more knowledge of heritage values
- North Shore Heritage Weekend is all about increasing awareness

- Exploit the spirit of achievement and competitiveness by threatening the community with the loss of what makes West Van = West Van, if they don't get on board the heritage program
- Four principal heritage activities whose purpose is to raise awareness:
 - o Heritage Week (February)
 - o Community Day parade (1st Saturday in June)
 - o Royal Tea (July)
 - o North Shore Heritage Weekend (September)
- Municipality should erect plaques and signs, to increase visibility of heritage resources
- Educate the public to understand that heritage conservation doesn't mean you can't change anything
- Help educate people so that they understand that heritage is valuable, and not to be feared
- Should be more tours, more publications
- Interpret heritage [tree] stumps

Museum and Archives

- The museum and archives are mutually supportive and complementary
- The museum and archives represent different traditions and work under separate administrative structures
- Museum wants to relocate in a high-traffic area in Ambleside
- Archives wants to relocate, perhaps at the Library
- A new use may be required for the Gertrude Lawson House

A.3 Conclusions

Based on the findings from the 'Let's Get Organized' workshop and the stakeholder interviews, a number of predominant community values emerge:

- **The natural heritage of West Vancouver is very highly valued.**
 - o 'Natural heritage' means different things to different people. To most laypersons in the District it refers to all things that grow, in contrast to things that are built. People often combine the natural geology, flora, and fauna (i.e. things that were here before the land was modified by humans) with the cultural landscape (i.e. the landscape that has been shaped by human activity).
 - o This distinction between natural and cultural landscape is important in the context of this Heritage Strategic Plan. As will be discussed in later sections of this report, heritage management in British Columbia is enabled by legislation that addresses only cultural and historical resources, be they organic or inorganic. The true natural landscape is not regulated by heritage legislation. This plan will therefore have to identify tools that are appropriate to manage natural resources.

- **The built heritage is valued, but it ‘takes a back seat’ to the natural heritage. Moreover, the built heritage is often appreciated as part of the context of the natural heritage.**
 - o In this context, it is significant that a heritage resource identified early in the community workshop was ‘how houses fit into the natural environment,’ and not simply ‘houses’.
 - o The irony is that the early modernist architecture of West Vancouver is highly valued across Canada and internationally, but is hardly noticed at home. (‘The prophet is without honour in his own land.’)
- **Neighbourhood character is another important value. The theme of West Vancouver being a ‘community of neighbourhoods,’ each with its distinctive character, reappears throughout the present report.**
- **The distinctiveness of West Vancouver within the Lower Mainland – geographically, aesthetically, culturally, and economically – is another common theme.**
- **The community has come to value arts, culture, and moveable cultural heritage.** This may be seen, for example, in the financial resources that Council has recently begun allocating to these disciplines, not the least of which are the recently completed Library Strategic Plan and Arts & Culture Strategy (and its Implementation Plan) and the present Heritage Strategic Plan. This is a good time to be introducing notions of heritage management.
 - o Knowledge of the past (history) is gaining in interest as a part of this trend.
 - o Moveable cultural heritage, such as museum artifacts and archives, did not come up frequently for discussion in the workshop or the interviews. A few resources identified in the workshop were of this kind; one was graduation photos from West Vancouver Secondary School.
 - o The reason for this shift in values to the appreciation of arts, culture, and heritage may, in part, be demographic. Studies have consistently shown that people over 50 years of age with post-secondary education and above-average incomes are the best cultural consumers. Many residents of West Vancouver fit this demographic profile.
 - o The changing demographic may, in time, reduce the relative value placed on the natural heritage. Nature is often closely related to recreation. Fewer people may seek the active recreational activities associated with the mountains and the water as the population ages. However, the value placed on the passive enjoyment of natural beauty and scenic views will likely remain strong.

The Heritage Strategic Plan will be guided by West Vancouver’s distinctiveness and its community values.

A.4 People Interviewed

- Sean Allen, President, West Vancouver Chamber of Commerce
- Pam Best, Horseshoe Bay Resident
- Geri Boyle, Manager, Community Planning, District of West Vancouver
- Bill Chapman, Chapman Land Surveying Ltd.
- Lois Enns, FOI Officer and Records Analyst, District of West Vancouver
- Hugh Hamilton, Altamont Association; President, West Vancouver Streamkeepers
- Melanie Hardbattle, District Archivist, District of West Vancouver
- Carol Howie, North Shore Heritage Preservation Society
- Hugh Johnston, Director, West Vancouver Historical Society
- Chris Lee, West Vancouver Seniors Centre Advisory Board
- Pat Lepp, Altamont Association
- Ian MacDonald, Past President, West Vancouver Historical Society
- Darrin Morrison, Coordinator / Curator, Heritage Services, District of West Vancouver
- Stephen Mikicich, Community Planner, District of West Vancouver
- Peter Miller, North Shore Heritage Preservation Society
- Steve Nicholls, Director of Planning, District of West Vancouver
- David Pike, North Shore Heritage Preservation Society
- Carolanne Reynolds, North Shore Heritage Forum
- Vi Roden, Past President, West Vancouver Seniors Advisory Board
- Olga Ruskin, North Shore Heritage Forum
- Maxine Schleger, North Shore Heritage Preservation Society
- Curt Sheppard, Cedardale Ratepayers Association
- Katharine Steig, former Chair, Friends of Cypress Provincial Park Society
- John Stuart, North Shore Heritage Forum
- Bob Tapp, Hollyburn Heritage Society
- Tom Taylor, President, West Vancouver Historical Society
- Deborah Tuttyens, former Coordinator/Curator, Heritage Services, District of West Vancouver
- Sheena Vennesland, Lighthouse Park Preservation Society
- Marja de Jong Westman, Lighthouse Park Preservation Society

APPENDIX B: HERITAGE CONSERVATION IN WEST VANCOUVER

Heritage conservation is a community-wide effort. It seldom succeeds as a top-down government initiative, and community values require government policy and bylaw support to be effective. The community and government should have a shared vision of the nature of the resources and how they represent values. This chapter describes various heritage activities and policies in West Vancouver and discusses their cumulative effect.

The first two sections address the municipal role in heritage. The third section introduces the community organizations that form the backbone of heritage conservation. A summary of achievements and gaps is provided in the last section.

B.1 Municipal Heritage Management

Heritage conservation in West Vancouver consists of three different kinds of initiatives:

- The management of the community's built (immoveable) heritage resources
- The management of the community's natural heritage resources
- The management and presentation of history, moveable artifacts, and archival resources

Responsibility for the three is not centralized; rather, it is divided among several municipal departments. The first – management of the built heritage – is the responsibility of the Department of Planning, Lands and Permits, advised by the Heritage Advisory Committee. The management of natural heritage resources falls under the Department of Parks and Community Services and, to a lesser extent, to the Department of Engineering and Transportation, insomuch as natural heritage is a municipal responsibility. Many aspects of its management are the responsibility of the senior governments, including the BC Ministry of Forests and Range and the federal Department of Fisheries and Oceans. The management of moveable artifacts and archival resources falls partly within the Cultural Services Division of the Department of Parks and Community Services – specifically the Museum and the community archives – and partly within the Department of Administrative Services – specifically the corporate archives. The Museum and Archives Advisory Committee advises both.

This section identifies the principal players and accomplishments in the District's management of heritage.

Municipal Heritage Staff, Advisers, and Organizations

Planner Responsible for Heritage

The Planning Department is responsible for the management of changes to buildings, private landscapes, and properties of heritage value. Responsibility within the department is assigned to the Planner responsible for Heritage. This is a Community Planner, usually the person in the department who has most experience

and/or interest in heritage planning. The incumbent, Stephen Mikicich, is a Senior Community Planner – Development. Heritage is not cited in his job description, and presumably falls under ‘Participates in other duties and special projects as assigned.’ Nevertheless he devotes considerable energy to this activity.

Few staff resources are provided to assist the planner with his heritage work. As an example, he cannot call on the Special Events Coordinator to help organize Heritage Week, because a working relationship between these respective roles has not been cultivated or approved.

In many BC municipalities, the principal roles for heritage planners include:

- Responding to development or demolition applications that might have an impact on an identified heritage resource
- Long-range planning to revise or enhance the heritage management program

West Vancouver has no official list of heritage resources (i.e. there is no community heritage register; see below, Section 3.2). As a consequence, heritage properties are not identified on the municipal geographical information system (GIS) and there is no procedure for flagging heritage properties and determining, at the permit application level, whether a proposal would have an impact on a heritage resource and therefore should be referred to the heritage planner.

Sometimes owners of heritage properties come voluntarily to the heritage planner to seek planning relaxations, variances, or assistance, arguing that the cost of heritage conservation and the provision of a benefit to the community deserve some sort of special consideration. This is the situation with a current application for a house on Nelson Avenue. While the heritage planner may agree with the owner’s position and attempt to enable relaxations, there is no policy to guide this. In effect, he is provided with a blank sheet of paper, rather than with rules, guidelines, or precedents to follow. There is simply no context for a rational response to such a request.

Heritage Advisory Committee (HAC)

In most municipalities, proposals that would have an impact on heritage resources are referred from the Planning Department to the Heritage Advisory Committee (often called a Heritage Commission; see Section 4.1). The West Vancouver HAC comprises eight members at large appointed by Council, one member appointed by the West Vancouver Historical Society, and one ex-officio member of Council. The HAC ‘promotes heritage awareness in the community and provides advice to Council on the costs and benefits of the preservation, restoration, and management of heritage buildings, sites and areas.’ Its duties include:

- Reviewing projects, applications, and items referred by Council, particularly:
 - o Policies and regulations with heritage components or potential impacts on heritage
 - o Applications for the development of heritage resources (but, as noted above, there is no official list of heritage resources to use as a basis for referrals to staff or HAC)

- Numerous activities related to heritage awareness, programming, and planning, including:
 - o Encouraging the preservation of heritage buildings and landscape resources
 - o Promoting awareness in the community
 - o Participating in special heritage events
 - o Participating in the creation and maintenance of heritage inventories
 - o Making recommendations to Council regarding the initiation of planning studies

Because few development proposals are referred to HAC, it spends most of its time on its other duties. The activities of HAC are reflected in its division into two sub-committees:

- Heritage Plan Working Group (this oversees the present Heritage Strategic Plan)
- Events and Awareness Group

The present HAC is a strong committee with considerable potential for helping to shape the community through the advice it provides Council and staff.

West Vancouver Museum and Archives

The West Vancouver Museum and Archives is the District's heritage facility. Founded with support from the West Vancouver Historical Society and Rotary Club of West Vancouver, the Museum and Archives opened in 1994 in the historic Gertrude Lawson House. The activities include exhibitions, educational programming, archives, archives services, and a small gift shop. The Cultural Services section of the District of West Vancouver Parks and Community Services Department operates the Museum and Archives in association with the West Vancouver Historical Society. The Museum Curator and Heritage Services Coordinator, Darrin Morrison, reports to Parks and Community Services. The District Archivist, Melanie Hardbattle, reports to the Administrative Services Division. The web site is www.wvma.net

Museum and Archives Advisory Committee

This Advisory Committee, whose members are appointed by Council, and which reports to the Community Services Advisory Committee, is an advisory board for the Museum and Archives. In October 2005 the Committee produced a visioning statement, in which it asserted the need for a facility development study to meet the long-term needs of both the Museum and the Archives, and to ensure the long-term preservation of the Gertrude Lawson House. These issues are to be considered in the current Arts and Culture Implementation Plan, in which Commonwealth is a participant.

West Vancouver Cypress Park Liaison Committee

This Committee, chaired by the Manager of Parks and Environment, Doug Leavers, includes all the mountain interest groups, including the heritage societies and Cypress Bowl Recreation (the commercial ski operation). The Committee is an important forum for airing and resolving conservation issues.

Annual Heritage Activities

The Heritage Advisory Committee, assisted by the Planner responsible for heritage, participates in three major annual heritage-related events:

- **Heritage Week.** Celebrated across Canada in the third week of February, Heritage Week features lectures, exhibits and the presentation of the Heritage Achievement Awards.
- **West Vancouver Heritage Achievement Awards.** Sponsored by HAC, the Awards ‘recognize individuals, groups, and businesses that have made a significant contribution towards ensuring that West Vancouver’s collective heritage continues to be an important part of our community identity.’
- **North Shore Heritage Weekend.** The three North Shore Municipalities, together with the West Vancouver Museum and Archives, the North Vancouver Museum and Archives, and community heritage groups, support the many activities held during this September weekend. The events typically include heritage home tours, other tours, exhibits, lectures, and admission to heritage attractions.

B.2 The Policy Context

Council has adopted several policies that begin to address the conservation of built and natural heritage. In addition, a number of plans and studies without policy status provide further guidance. These documents form the backdrop to the present Heritage Strategic Plan. Key among them are:

- *Heritage Policy, 1988.* Bylaw 3476, passed 18 July 1988, comprised a 7-point heritage policy:
 1. A permanent Heritage Advisory Committee shall be established to advise Council on all matters related to the protection, enhancement and promotion of heritage resources in the Municipality.
 2. A Municipal registry of resources shall be established and references within the rezoning, development permit, building permit and demolition permit process. The registry shall include all building, landscape and site resources identified in the Heritage Inventory.
 3. All rezoning, development permit, building permit and demolition permit applications affecting registered heritage resources shall be referred to the Heritage Advisory Committee for review and recommendations to Staff and Council.
 4. All primary, secondary and support resources shall be more fully documented if necessary and sent unsolicited to all owners requesting to provide further information and documentation. (It is intended that this work be carried out primarily on a voluntary basis as time permits.)
 5. All owners of primary resources are to be encouraged to request voluntary designation of their property under the Heritage Conservation Act.
 6. All owners of secondary resources are to be encouraged toward carrying out sensitive renovation, restoration or redevelopment through provision of information and responsive assistance wherever appropriate.

7. All Municipally-owned resources of primary importance shall be nominated for designation under the Heritage Conservation Act. (The only resource at present which falls into this category is the Ferry Building which has already been designated. There may, however, be other primary resources which the Municipality may acquire in the future which will then fall into this category.

Aside from the first item – the formation of the HAC – none of the other policy items have been put into effect. All are included, either directly or indirectly, in the recommendations in this Heritage Strategic Plan. They have been changed so as to relate better to the revisions in the provincial heritage legislation made since 1988.

- *Official Community Plan.* The Official Community Plan (OCP) for West Vancouver was adopted by Council in 2004. It is the major policy document for use in determining land use and social policy decisions. Policy Section 5 (Heritage) notes the heritage resources that contribute to a sense of community and the quality of life in West Vancouver. The defining elements are listed as buildings, built landscapes, housing character, streetscapes, vistas, views, trees, natural landscapes, and terrain. Six policies provide a strong framework that enables a future comprehensive heritage management program:

- HE1. Encourage the preservation, retention and maintenance of buildings, sites and landscapes listed in the municipal heritage inventories.
 - This includes providing incentives for conservation proposals, which the present plan will recommend.
- HE2. Where retention is not possible or is not desired, cooperate with owners in documenting heritage features of buildings and sites for the Municipal archives.
- HE 3. Support designation of selected buildings and sites as heritage resources, where warranted, to ensure the long-term protection of valuable heritage assets.
- HE4. Support the collection, retention and improved public accessibility of heritage records and information.
- HE5. Recognize the heritage character of individual neighbourhoods in local planning initiatives.
 - This is beginning to be done.
- HE6. Provide for the protection of the special heritage character of the Lower Caulfeild Area.
 - This has been done with heritage conservation area designation; see below in this section.

The residential policies of the OCP address neighbourhood character. One is particularly relevant to heritage conservation:

- BF-B1. Preserve and enhance neighbourhood character and the character of supporting streetscapes.
 - It goes on to state: ‘Encourage the retention and renovation of existing buildings (particularly buildings with exceptional heritage significance).’

- *West Vancouver Heritage Inventory*, Foundation Group Designs, 3 volumes, 1988 (with minor updates 1994, 1998, and 2003). This extensive inventory lists about 100 buildings and 10 structures, classifying them as 'primary', 'secondary', and 'support' buildings, depending on their value. This list was not 'continued' as a community heritage register in the mid-1990s, and therefore has no regulatory status. Inventoried places are considered only as 'potential heritage property'. Supplementary volumes to the Inventory comprise a *Heritage Landscape Inventory* and *Heritage Policy Recommendations*. The last provided a reasonable strategy for a heritage management program, but was never put into practice. The present Heritage Strategic Plan will provide some parallel recommendations.
- *The West Vancouver Survey of Significant Architecture, 1945-1975*, F.G. Architectural and Planning Consultants, [1994]. Post-1945 buildings, which include landmarks in West Coast Modernism for which West Vancouver is so famous, were treated briefly in the 1994 Inventory; they are considered in more detail here. They are divided into 'primary' and 'secondary' buildings. As with the first inventory, this list has no regulatory status.
- *Designated heritage buildings*. Council has designated three buildings by bylaw, under the provisions of the *Local Government Act*: the Gertrude Lawson House, the Ferry Building, and the B.C. Binning House. The first two are municipally owned; the last was designated at the request of the owner and remains a private residence. The Binning residence, the Point Atkinson Lighthouse, and the Lions Gate Bridge are designated as National Historic Sites; this commemorates but does not protect the resources.
- *West Vancouver Heritage Trees and Groves*, Randy Stoltmann, 1987. The study identified a number of very large trees around the District and in Lighthouse Park, and three 'heritage groves' of old-growth trees. It has no regulatory status and contains no management recommendations.
- *Municipal Tree Policy*, 2004. The policy does not address the protection or retention of trees with special heritage or natural value. It does permit private applicants to request the removal of trees on District property for 'view creation', noting that 'this work will likely result in significant aesthetic impact to the neighbourhood.'
- *The West Vancouver Landscape Character Study*. Philips Wuori Long Inc., 1994. This important study identified the elements that 'individually and collectively define neighbourhood landscape character.' The landscape character of 34 distinct neighbourhoods is defined. The only reference to built heritage is to 'built form and massing.' The study concludes with reasonable strategies and guidelines to protect and enhance significant features:
 - o Direct municipal action: e.g. preparing development and maintenance standards for parks and open space, roads, and facilities.
 - o Regulation: e.g. using the Zoning Bylaw to control the form of new development; designating Development Permit Areas; creating Bylaws to control creeks, boulevards, and trees; and using the Heritage Conservation Act to protect specific sites or elements with heritage value, and for designating heritage conservation areas.
 - o Planning and development review. Making reference to significant elements that define an area's character when reviewing policy proposals and development applications.
 - o Education. Raise public awareness of landscape issues.
 - o Monitoring change over time. Collect sufficient information to be able to plot and report changes in landscape character.

Few of these recommendations have been implemented, although a positive outcome may be seen in the next item:

- *Bylaw ... to establish the Lower Caulfeild Area as a Conservation Area ...*, 1996. The Lower Caulfeild Conservation Area has been designated as a Heritage Conservation Area (HCA), pursuant to the *Municipal Act* (superseded by the *Local Government Act*). The objectives are:
 - o To maintain development characteristics compatible with the natural setting
 - o To promote redevelopment, retention, and renovation compatible to Lower Caulfeild's landscape, buildings, and structures
 - o To maintain and enhance the pedestrian-oriented streetscape while providing for improved safety

The bylaw (No. 3938) includes guidelines for site design, landscape, architectural design (encouraging, but not enforcing, the retention and renovation of existing buildings), and other elements, and establishes the Lower Caulfeild Advisory Panel to advise on the application of the objectives and guidelines. Alteration permits are required for any significant work. This bylaw sets an important precedent for designating a neighbourhood with special character as a HCA. No other areas have been designated in this way.

- **Neighbourhood plans.** Neighbourhood plans generally identify features that define the character of the area and should be continued and enhanced. The proposed *Clovelly – Caulfeild Neighbourhood Plan*, currently under consideration, may have as its primary objective the preservation of the existing character of the neighbourhood. It proposes to address preservation of neighbourhood character, the natural environment, and streetscapes, but not buildings; indeed, it is anticipated that the existing 1960s and 1970s housing stock will be replaced, one property at a time.
- *Proposed Guidelines for Residential Roads in West Vancouver*, 1999. As another effort to promote the retention of neighbourhood character, these guidelines state that no single road standard should be applied, but rather that neighbourhood differences are to be valued and specific street elements will be varied.
- *Arts and Culture Strategy 2005–2014*, 2005. This important new strategy focuses on arts and culture, but also addresses heritage. Its references to heritage would seem to support the development of a heritage management program. The vision statement begins: 'Arts, heritage and culture play a vital role in supporting and sustaining our urban community, shaped by nature. We focus on the characteristics of West Vancouver that distinguish us and strengthen community identity.' One of the five strategic directions is: 'Strengthen our sense of place: Community identity and quality of life is associated with neighbourhoods and village atmosphere. Our backdrop is the beauty of our natural environment. The key to strengthening our unique sense of place is to focus on projects where arts, heritage and culture can build on neighbourhood identity and act as a catalyst for future planning and design.'
 - o An Implementation Plan ('Arts, Culture and Heritage Facility Development Study') is currently underway. Commonwealth is a sub-consultant on the project team, ensuring compatibility between it and the present Heritage Strategic Plan.
- *Community Benefits Policy.* This policy, currently being prepared, has not been made available to us. It provides an opportunity to identify the conservation of significant heritage resources as a community amenity, thereby reinforcing that it merits the incentives enabled by the OCP.

In summary, many municipal policies and non-policy studies address heritage and heritage-related subjects. The OCP provides a framework for a heritage program. Most of the other documents focus on landscape heritage, including both natural landscapes and landscapes created by persons (we call the latter ‘cultural landscapes’). Only the inventories by Foundation Group (F.G.) directly address the architectural heritage of West Vancouver. Several studies identify neighbourhoods, buildings, and landscape features with heritage value, but none (other than the three designated buildings and one designated area) has any statutory or regulatory status. For the most part, the approved policies and the management recommendations in the reports have not been translated into implementation.

B.3 Community Heritage Organizations

West Vancouver has a number of voluntary heritage organizations whose activities are directed at the conservation and enhancement of the District's built and natural heritage. The organizations' past achievements and their present initiatives are substantial. They include:

Organizations with a Focus on Built Heritage

- **West Vancouver Historical Society.** The West Vancouver Historical Society, founded in 1980, was largely responsible for the development of the West Vancouver Museum and Archives. In 1989 it worked with the District of West Vancouver to realize the facility and to introduce educational and exhibition programs. The facility opened in 1994 in the historic Gertrude Lawson House, under the administration of the District (see above). The purposes of the Society are:
 - o To promote awareness of, and interest in, the prehistory, history and development of West Vancouver
 - o To support the West Vancouver Museum and Archives in its mission to preserve that history and development by presentation and accessibility to the public

The Society has a general membership and meets monthly. Its programs include lectures and co-publishing, with the Museum and Archives, a series of self-guided interpretive tour brochures. These include guides to Brother's Creek and Lawson Creek Forestry Heritage Walks. The Society is advocating a number of actions, including preserving Hollyburn Lodge and developing the Point Atkinson Light Station as an interpretive centre, an initiative that is supported by the new municipal Arts and Culture Strategy.

- **North Shore Heritage Preservation Society.** The Society 'promotes the restoration and preservation of heritage and distinctive buildings in North and West Vancouver.' The Society is a new amalgamation of two groups: the North Shore Heritage Network, which was an on-line, self-help service intended to provide assistance to owners of historic buildings; and the Hodgson House Society, which tried to save the home of early West Vancouver architect Hugh Hodgson. It strives to fill the role of the primary advocacy group for built heritage in the three North Shore municipalities. It participated in the 2005 civic elections by distributing an open questionnaire to electoral candidates in the three communities. Time will tell whether it can fill that advocacy role satisfactorily in West Vancouver. www.northshoreheritage.org
- **North Shore Heritage Forum.** The Forum evolved from the North Shore Heritage Committee, formed in the late 1980s to encourage the three North Shore municipalities to undertake heritage inventories and strike Heritage Advisory Committees (which they subsequently did). The purpose of the Forum is to raise heritage awareness. It participates and organizes a number of heritage activities and has a small volunteer membership.
- **Hollyburn Heritage Society.** Originally a committee of the West Vancouver Historical Society, the Hollyburn Heritage Society organized to conserve the Hollyburn Ski Lodge, which is now listed as one of the District's Olympic priorities and as an initiative in the Arts and Culture Strategy. Its programs include publication of a newsletter.

- **Hollyburn Ridge Association.** The association's goal is to preserve Hollyburn Ridge and the hundred-odd cabins on municipal land in the area. It advocates improving trails and access to the area.
- **Community and Neighbourhood Associations.** Most neighbourhoods have resident associations that advocate initiatives to preserve neighbourhood character and, as a consequence, neighbourhood land values. Some have undertaken programs specifically related to the built heritage, including a self-guided tour brochure of Ambleside, Cedardale, and Dundarave produced by the Ambleside and Dundarave Ratepayers Association.

Organizations with a Focus on Natural Heritage

- **Friends of Cypress Provincial Park Society.** The Society is 'dedicated to the protection of the natural environment of Cypress Provincial Park.' Its purposes include promoting the 'preservation of the natural environment and special natural features,' which include much old-growth forest; 'preservation of the park's special historical and cultural features'; and fostering appreciation through education. The southern portion falls within the boundaries of West Vancouver, but the entire mountainside is part of the District's logging and recreational history. The Friends and Cypress Bowl Recreation collaborate on projects, such as the interpretive guide to the Yew Lake area. www.cypresspark.bc.ca
- **Lighthouse Park Preservation Society.** The Society was formed in the late 1990s to protect the natural integrity of Lighthouse Park against suburban pressure, raise public awareness and support of preservation, seek the support of adjacent landowners for biological buffer strips (wildlife corridors) in order to remedy the Park's biological isolation, and prevent encroachment by residential development. Among the Park's values is the last patch of old-growth Douglas fir in the Lower Mainland. Its cultural values centre on the Point Atkinson Lighthouse National Historic Site, which is controlled by the Coast Guard. Although the Society wants to reduce human impact on the Park, it respects the cultural values associated with the light station and supports the West Vancouver Historical Society's efforts to open it to the public.
- **West Vancouver Streamkeepers.** The Streamkeepers' objective is to preserve and restore the natural values – particularly the fish habitat – of the many creeks that wind their way down West Vancouver's slopes. They are concerned about the increasing use of creek routes as recreational corridors.
- **Vancouver Natural History Society.** The Vancouver Natural History Society, whose area interest is the Lower Mainland, is a long-established organization that promotes the enjoyment of nature, encourages public interest and education in the appreciation of nature, encourages the wise use and conservation of natural resources, and works for the protection of endangered species and ecosystems. The Society is the principal source of knowledge about the natural resources of West Vancouver. <http://www.naturalhistory.bc.ca/VNHS/>
- A new **wetlands partners group** is reportedly being formed by Paul Berlinguette; we have not followed up this lead.

B.4 Conclusions

West Vancouver has an extensive heritage infrastructure, within both municipal government and community organizations. The District has a heritage capacity within the Planning Department, an established Heritage Advisory Committee, references to heritage management in the Official Community Plan, a designated Heritage Conservation Area and three designated buildings, and a well-run Museum and Archives. On the debit side of the ledger, the District has no significant heritage policies; it does not have a community heritage register; it has no heritage planner; it has no process for referring threats to heritage property to the planner responsible for heritage or to the HAC; HAC is not utilized to its full capacity; the OCP statements have no teeth; the roster of designated buildings is very small compared to comparable municipalities, especially in light of the national and international admiration for West Vancouver's early modern architecture; there is no tree protection bylaw; and the planners use none of the provincially-enabled 'tools', which are introduced in Appendix C, to facilitate conservation.

Community heritage capacity is solidly based. The West Vancouver Historical Society and the Friends of Cypress Provincial Park Society are but two of many volunteer community organizations that promote the conservation of built and natural heritage. The North Shore Heritage Preservation Society and the North Shore Heritage Forum are trying to establish themselves as strong community advocacy groups for built heritage, but their broader interest in the three North Shore municipalities may reduce their credibility within West Vancouver. The community at large feels strongly about the need to preserve neighbourhood character, which is a heritage issue – indeed it was a leading issue in the recent municipal election. Nevertheless the perception of neighbourhood character is rather narrowly focussed on landscape heritage, and not also on built heritage.

Effective partnerships between the District and the community have been forged with HAC, the Museum and Archives Advisory Committee, the West Vancouver Cypress Park Liaison Committee, and a number of community-based volunteer organizations. Council and staff show high respect for community groups.

In summary, West Vancouver has developed some components of a municipal heritage program. Nevertheless, too many components are lacking for the program to be effective. West Vancouver can learn from the experiences of other municipalities, and adapt aspects of their initiatives to forge a comprehensive and effective heritage management program that is tailored to the needs of the District of West Vancouver.

Appendix C provides an outline of the legislative and planning framework for heritage conservation in BC and looks at heritage activities elsewhere in the province.

APPENDIX C. HERITAGE CONSERVATION IN BRITISH COLUMBIA

C.1 The Legislative and Planning Framework

The Province of British Columbia has managed a comprehensive heritage program since the enactment of the first *Heritage Conservation Act* in the 1970s, and these were revised significantly in 1994. Current heritage legislation is found in the present *Heritage Conservation Act* and, as it refers to municipalities, in Part 27 of the *Local Government Act*. The best guide to heritage management programs that apply to municipalities may be found in *Heritage Conservation: A Community Guide* (1995). The original book is out of print, but an up-to-date version is available on line at http://www.cserv.gov.bc.ca/heritage_branch/conserven/intro.htm.

The provincial Heritage Branch advocates a strong planning basis for heritage conservation. It provides assistance to municipalities to undertake planning initiatives – such as by contributing to the present Heritage Strategic Plan. The Branch advocates a basic framework comprised of what it calls planning tools, support tools, and protection tools.

The heritage conservation legislation applies mostly to the built cultural heritage. It is relevant to landscape features only if they have cultural or historical value – in other words, if they are cultural landscapes. The conservation of natural landscapes, which is important to residents of West Vancouver, must resort to planning and protection tools other than those provided for in the conservation legislation.

Planning Tools

The two principal planning tools are:

- **Community Heritage Commission.** West Vancouver's Heritage Advisory Committee is a community heritage commission. The province prefers the name 'commission' (introduced in the 1994 legislative amendments) because it may be empowered to do more than advise the Council on heritage matters. Name aside, the duties of West Vancouver's HAC are consistent with those enabled in the legislation. (Note: Section 107 of the *Heritage Conservation Statutes Amendment Act* of 1994 required that a municipal Council 'continue' its heritage advisory committee as a community heritage commission. We are uncertain whether this technicality was followed. We recommend that the District's clerk or solicitor investigate whether this was done and, if not, whether any remedial action is required.)
- **Community Heritage Register.** The Register is an official listing of properties identified by a local government as having heritage value or heritage character. Listing on the Register does not offer designation or protection to the properties, but it does enable the municipality to 'flag' the property in the event of a permit application and to withhold approvals and demolition permits; and listing allows a property to be eligible for planning incentive programs and for special provisions in the *B.C. Building Code Heritage Building Supplement*. West Vancouver's architectural and landscape inventories do not constitute a community heritage register. The properties listed in them are considered only as 'potential heritage property.' It is no longer possible to continue the inventories as a register by bylaw, which could have been done easily in the mid-1990s.

Other planning tools that the Province has enabled are:

- **Heritage Inspection.** The municipality may inspect a listed or registered property either to determine its value or as part of a determination of the need for protection.
- **Heritage Impact Assessment.** The Council may request a study of a protected property that is threatened by a proposal.

Support Tools (Incentives)

The provincial legislation enables certain financial and non-financial incentives to support conservation:

- **Tax Exemptions.** The Council may exempt the owners of protected property from all or some of their property taxes for heritage purposes for a period of between one and ten years. Some municipalities, most notably Victoria, have used tax exemptions successfully. This is discussed below, in Section 4.2.
- **Grants.** The municipality may give financial grants to property owners to encourage conservation. This is done in some municipalities, including Victoria. This plan will determine whether or not grants are appropriate as part of West Vancouver's heritage program.
- **Non-Monetary Incentives.** The municipality may provide various kinds of non-financial support to encourage conservation; this includes regulatory relaxations, additional density, and the allowance of special provisions in the *B.C. Building Code Heritage Building Supplement*. In addition, the municipality may provide support services, such as program coordination, assistance to a non-profit society, technical advice, public works projects, commemoration, and/or priority routing of heritage applications.

Protection Tools

The provincial legislation further defines and enables a wide range of tools intended to protect heritage property. These are:

- **Temporary Heritage Protection.** This creates mechanisms that allow protection of a property for a limited period of time. This may include withholding approvals and/or demolition permits, or granting temporary protection orders, bylaws, and control periods.
- **Heritage Conservation Covenant.** A covenant is a contractual agreement between a property owner and a local government or heritage organization, which is registered on the title of the property. It outlines the responsibilities of the covenanted parties with respect to the conservation of a natural or a built heritage property.
- **Heritage Revitalization Agreement (HRA).** A HRA is a formal agreement negotiated by a local government and the owner of a heritage property. It is a powerful tool that describes the duties, obligations, and benefits negotiated by both parties. An HRA generally addresses the conditions that apply to a property regarding conservation, maintenance, and use. It is approved by Council and registered on the title of the property, and may be amended only with the agreement of both parties and an amending bylaw.

- **Local Government Heritage Designation.** This provides long-term protection to a property by means of a designation bylaw. Changes to a designated property may be made only upon issuance of a heritage alteration permit.
- **Heritage Alteration Permit.** This permit, issued by the local government, allows certain changes to be made to protected property. It is usually issued when the municipality agrees that changes proposed by the property owner will not provide a loss to the heritage character of the property.
- **Local Government Compensation for Heritage Designation.** The legislation provides for compensation to be paid by a local government to the owner of a designated property where heritage designation is proved to cause a reduction in the market value of the property at the time of designation. Compensation may be monetary or it may take some other form, such as planning relaxations. The owner may choose to waive the right to compensation at the time of designation.
- **Heritage Conservation Area (HCA).** A HCA is a distinct district with special heritage value and/or heritage character, which is identified for heritage conservation purposes in the official community plan. It provides long-term protection to a distinctive area that contains heritage resources. The HCA usually includes a schedule that lists the protected properties and identifies their character-defining elements.
- **Heritage Site Maintenance Standards.** These standards establish minimum requirements for the care and maintenance of land and improvements that are either designated or are located within a heritage conservation area. The municipality may order a heritage inspection to verify that the standards are being met. Enforcement provisions include application by local government to the Supreme Court to order the property be brought up to the required standards.
- **Tree Protection.** A tree protection bylaw enables local government to protect and maintain trees that it identifies as having significance because of their heritage, landmark, or wildlife habitat value.
- **Reservation and Dedication of Heritage Property.** The local government may create a binding commitment to protect heritage property that it owns by reservation or dedication (they have subtle differences explained in the legislation). This provides long-term conservation protection to publicly owned property. It is a stronger form of protection than heritage designation.

In summary, the *Local Government Act* and the *Heritage Conservation Act* enable municipalities to use a broad range of tools to identify and protect heritage property, and to encourage property owners to accept – even embrace – protection. A number of these tools will be appropriate for heritage conservation in the District of West Vancouver. The next section shows how some of the tools have been used in other British Columbia municipalities.

C.2 Selected Programs in Other Municipalities

A look at heritage management programs in some other BC municipalities helps to understand some of the ways to use the tools introduced in the previous section. This section is not intended to be at all comprehensive, but rather to illustrate some initiatives that may be applicable to West Vancouver.

Victoria

The City of Victoria has the most highly developed program of support tools in BC. Victoria provides a relevant parallel to West Vancouver. Its residents take great pride in the way their community is today, and while they want to see change, they want that change to be closely managed. One area in which the two municipalities differ considerably is that Victoria has a strong tourism economy, whereas West Vancouver does not.

Victoria has a strong infrastructure for heritage management. Municipal staff include a heritage planner and a part-time assistant heritage planner. The Heritage Advisory Committee performs the duties of a community heritage commission, as in West Vancouver. The community has a long established and respected advocacy group, the Hallmark Society; as well as a separate Victoria Historical Society.

The City's particular distinction is its high level of investment in heritage, in recognition of the positive impacts and benefits accruing from that investment. In 2002 Victoria (with a population of 74,000) spent \$524,000 on heritage, representing 0.52% of municipal expenditures and \$7.07 per capita. By contrast, Kelowna (population 96,000; see below), which has a moderately developed heritage program, spent \$59,000 on heritage, representing 0.11% of municipal expenditures and \$0.59 per capita.

Victoria has two arm's-length foundations that disburse municipal funds to support the conservation of heritage properties: the Victoria Heritage Foundation and the Victoria Civic Heritage Trust. Together they distributed about \$325,000 in 2002. Altogether the city has four grant and incentive programs:

- House Grants Program
- Building Incentive Program for Commercial and Institutional Buildings
- Tax Incentive Program for Downtown Heritage Buildings
- Design Assistance Grants

The City's investment in heritage conservation has yielded many tangible paybacks:

- The Building Incentive Program grants leverage \$18.12 in private investment for every \$1.00 in grant funds.
- More than \$28.4 million in private investment was committed to 59 commercial buildings through Building Incentive Program grants between 1989 and 2002.
- The Tax Incentive Program generated 98 new residential units downtown, stimulated \$31 million in private investment, and enabled seismic retrofit for 10 buildings between 1998 and 2002.

- The House Grants Program helped improve more than 250 houses and leveraged \$2.7 million in private investment between 1978 and 2002.
- The tax base is being raised through assessment increases attributable to investments in heritage.
- Council considers that heritage spending has improved the quality of life for Victorians.²

The ultimate beneficiaries have been the residents of Victoria, whose municipal environment is richer and more attractive as an outcome of these investment programs.

Vancouver

Vancouver's approach to heritage management is quite different from Victoria. Rather than giving grants to the owners of heritage property, it relies on a complex system of non-financial incentives. (The exceptions are Gastown, Chinatown, and Hastings Street, where new management plans have introduced grants and tax incentives as well as non-financial incentives.) The Vancouver conservation program is based on the principle of *quid pro quo*: a conserved and protected heritage property is an amenity that enhances the quality of life for all residents, and so the owner deserves a benefit in return for accepting protection. The incentive system also responds to the clause in the *Local Government Act* that states that a municipality may be required to compensate the owner of a designated property where heritage designation is proved to reduce the market value of the property (see Section 1.3, above). Vancouver's approach is to offer non-financial incentives in lieu of financial compensation, whereas Victoria offers grants and tax incentives.

The incentives – or 'tools' – in Vancouver heritage planners' 'toolkit' are intended to enable commercial property owners and developers to increase their revenues, and thereby offset any additional capital costs attributable to a conservation activity (i.e. the increment between conventional construction costs and the cost of conservation). Vancouver's tools include:

- Planning incentives, which include zoning relaxations – e.g. reducing front-, rear-, and side-yard setbacks, permitting land uses not scheduled in the zoning bylaw, permitting additional height and density – as well as subdivision relaxations, parking relaxations, and sign relaxations
- Transfer of density rights (TDR), enabling unrealized density / FSR (floor space ratio) to be transferred and sold at market value from the property being conserved to a destination property elsewhere
- Accelerated consideration (fast-tracking, also called the 'green door policy') for conservation-related development proposals

The incentives are twinned with protective measures, which include:

- Heritage designation
- Heritage revitalization agreements
- Heritage alteration permits

² Commonwealth, *A Heritage Strategic Plan for the City of Victoria*, 2002, pp. 10-13.

- Heritage inspections
- Impact assessments
- Temporary protection
- Withholding of approvals and permits
- Heritage control periods
- Heritage site maintenance standards

This trade-off – incentive for protection – is the core of the *quid pro quo*. A building must be listed on the Vancouver Heritage Register to be eligible for incentives, and the owner must accept protection at the end of the day. The incentive system is effective. Developers recognize the benefits and frequently apply to have their properties placed on the Vancouver Heritage Register so that they may participate in the heritage management program.

Vancouver also has a Private Property Tree Bylaw, which requires the retention or replacement in kind of mature trees affected by development. Outstanding trees and other landscape features are listed on the Vancouver Heritage Register.

Kelowna

Kelowna has an active heritage management program, although it is not as fully developed as Victoria's or Vancouver's. Kelowna residents, like those in West Vancouver, value the character of their neighbourhoods. Consequently Kelowna has relied on the designation of heritage conservation areas to a greater extent than the designation of individual properties. The City designated the Abbott Street and Marshall Street Heritage Conservation Areas in the 1990s. The objectives of the two are:

- Maintain the areas' single / two-family residential and historical character
- Promote the retention and restoration of existing heritage homes
- Encourage new development or additions to existing development in a manner that is compatible with the form and character of the existing neighbourhood context

The consensus is that management of these areas is effective, and the number of protected resources increases. Where Kelowna's approach differs from that of West Vancouver in the Lower Caulfeild Heritage Conservation Area is in the emphasis placed on buildings, and not only on landscape resources.

Heritage Foundations

Many British Columbia municipalities have established heritage foundations as arm's-length organizations that provide funding and/or other programs to encourage the good conservation of heritage resources. Among the communities cited above, Victoria has the Victoria Heritage Foundation and the Victoria Civic Trust, Vancouver has the Vancouver Heritage Foundation, and Kelowna has the Kelowna Heritage Foundation. The source of their funds is both municipal allocations and public fundraising.

The Vancouver Heritage Foundation has a particularly strong program of fundraising, planned giving, and revenue-generating activities. At the end of 2003, the VHF's fund balance was \$391,000, in a year that saw cash flow of about \$175,000. The True Colours program (which helps homeowners paint their houses in authentic historical colours, in return for designation) and the annual Heritage House Tour are popular and successful programs. So too was the annual Heritage Fair, but this was discontinued after 2002, despite being profitable, because of the enormous volunteer effort required.

The former British Columbia Heritage Trust, a provincial agency that was abolished by the present BC Government, used to provide funds for conservation work across the province. The new Heritage Legacy Fund, a joint program of the Heritage Society of British Columbia and the Land Conservancy of British Columbia, is developing a program that will ultimately replace the Trust.

Historic Places Initiative

The federal government, through Parks Canada, recently introduced the Historic Places Initiative (HPI), a program that encourages private property owners to practice good standards of heritage conservation. Since the federal government has no jurisdiction over private property – this is a provincial responsibility – it must rely on an incentive program. The long-term goal of HPI is to provide income tax credits to owners of listed heritage property whose improvements follow the *Standards and Guidelines for the Conservation of Historic Places in Canada*. At present only a short-term grant program for commercial property has been instituted, the Commercial Heritage Property Incentive Fund, which offers up to \$1 million to tax-paying Canadian corporations.

To prepare for HPI, many municipalities are upgrading their heritage inventories and registers to qualify for the Canadian Register of Historic Places (CRHP), since properties must be on that register to qualify for HPI benefits. This requires writing a 'Statement of Significance' that follows a federal-provincial template. Many municipalities across British Columbia are placing their listed properties on the CRHP. Joining this initiative will be a consideration for the District of West Vancouver.

Public Education and Awareness

Most municipalities with heritage programs support heritage education and awareness. West Vancouver does this by participating in Heritage Week and the North Shore Heritage Weekend, and by the Museum and Archives publishing self-guided interpretive tour brochures. The City of Victoria has published a series of do-it-yourself brochures; this parallels the community efforts of the North Shore Heritage Preservation Society. The City of Vancouver provides public information on heritage issues and conservation techniques, as well as distributing annual Heritage Awards (also done in West Vancouver) and undertaking a Heritage Plaque Program, which identifies municipally designated properties with a distinctive plaque that provides information and acknowledges the owners' conservation efforts. The City of Quesnel, whose heritage program is in its infancy, places plaques on selected historic buildings and has also created and maintains two heritage trails that identify heritage sites along them.

APPENDIX D. PROJECT TEAM

Harold Kalman, Commonwealth, project manager and principal author

Erik Lees, Lees + Associates

Maria J. Cruz, Commonwealth

Elizabeth Anderson, Commonwealth

Chris Jackel, Commonwealth, production

Christin Doeinghaus, Commonwealth, production

Our thanks go to Stephen Mikicich and the members of the Heritage Advisory Committee's Heritage Plan Working Group for their extensive assistance and collaboration.

COMMONWEALTH HISTORIC RESOURCE MANAGEMENT LIMITED

308 - 2233 Burrard Street
Vancouver, B.C. V6J 3H9
Tel: (604) 734-7505
Fax: (604) 734-7991
E-mail: vancouver@chrml.com
D1001



53 Herriott Street
Perth, Ontario K7H 1T5
Tel: (613) 267-7040
Fax: (613) 267-1635
E-mail: perth@chrml.com

Cover image:

The Binning Residence on Mathers Crescent (1941), a municipally designated heritage resource and a national historic site. (Photo: BC.MOMO, courtesy of the District of West Vancouver)